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DCI/IC 74-2328

27 September 1974

MEMORANDUM FOR: D/DCI/IC

SUBJECT : ICS Role in a DCI "Management by Objectives" System

1. My review of the papers assembled for the 27-28 September ICS conference suggests to me that additional attention should be directed to the matter of the ICS role in a DCI "Management by Objectives" (MBO) system within the Intelligence Community. In essence, it would be a "Leadership by Objectives" (LBO) system, considering the DCI's limited management responsibilities.

2. The comments which follow are premised on an assumed "Yes" answer to these two questions:

a. Does the ICS consider that LBO should and could be a driving element of the DCI approach to his Community responsibilities?

b. If so, should there be a system or mechanism by which the DCI's Objectives for the Intelligence Community can be used to monitor and report on the Community responses to these objectives?

3. In my view, the FY 1974 and FY 1975 objectives were not drafted in such a way as to stimulate Community involvement in the response. Nor was the timing of the promulgation of these objectives well suited to provide a basis for planning actions which would have enhanced any Community response.

4. The DCI Objectives for the Intelligence Community for FY 1974, promulgated in September 1973, reflected the objectives set forth in the President's memorandum of 5 November 1971 on "Organization and Management of the U.S. Foreign Intelligence Community." The five objectives were quite general and overlapped considerably. In essence, these objectives were:

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